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DD/S&T 2341-66

20 May 1966

MEMORANDUM FOR: Executive Officer, DD/S&T

SUBJECT: Plans and Programs Staff Planned Activities for FY67

1. In response to your request, the Plans and Programs Staff has considered what it believes to be its proper FY67 role in Directorate activities in light of the new emphasis on an integrated planning-programming and budgeting system.

2. Up to this point, the PPS Staff role in the Agency budgetary cycle has been largely one of consolidation and monitoring. Office estimates have been consolidated into a Directorate estimate. Monitoring has taken two general forms, (1) gathering obligation information from the offices to keep the DD/S&T and the Executive Officer periodically apprised of the status of funds with emphasis on assuring timely commitment of contract funds and on flagging potential problem areas involving obligation rates in excess of funds available and (2) reviewing contract proposals for Dr. Wheelon to ascertain the adequacy of the justifications, to confirm the availability of funds and also to check the general consistency of proposals with Directorate objectives and intelligence needs. Another PPS responsibility has been to make the necessary arrangements for program reviews by Dr. Wheelon, and to monitor follow-up actions.

3. In the nine months that I have been on board, the pattern of activities in addition to the above has been pretty much ad hoc (e.g. the OSA Manpower Survey). [redacted] for example, has been involved in such other duties as assisting in the staff work for the dissolution and orderly return to the Agency of the liquidation proceeds of the [redacted] working with O/PPB in reorganizing Agency fan accounts to fit the new programming cycle, responding to numerous ad hoc requests from O/PPB, etc.

4. As you know, a major addition to Staff responsibilities came into existence several months ago when the Bureau of the Budget imposed the DOD-style PPBS cycle on the Agency. This made it a matter of necessity for the Plans and Programs Staff to become

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involved in detail with the various offices of the DD/S&T in defining Directorate goals, and in preparing five-year detailed programs and cost estimates. As you also are aware, this will be an annual responsibility in addition to defining in detail the yearly budget estimates.

5. Having gone through this exercise once, I believe it an appropriate time to do some stock taking in order to better define and hopefully strengthen our posture in this area. I do not believe our current staffing of two officers is enough to carry out a strong planning, programming, budgeting role, keep a close watch on progress toward completion of Directorate objectives, and take care of the numerous ad hoc day-to-day jobs that arise. In my opinion, we will need to eventually set up a staff more along the lines of the Plans Staff, OSA. (This Staff has seven intelligence officer slots; a chief, three slots in Programs Branch, and two slots in the Plans and Analysis Branch, to do a detailed job in these areas.)

6. We further need now to better define and probably strengthen the planning, programming and budgeting responsibility in most other DD/S&T offices so as to have a continuing effort and points of contact throughout the Directorate to sustain our Directorate planning and programming activities. As of now, except for OSA, and to a lesser extent OML, these activities are carried out in the offices--except for the budgeting function--on a fairly ad hoc basis. I believe this should be one of our first orders of business if we are to get in step as a Directorate with the new PPS responsibility.

7. With an improved and more responsive planning-budgeting organization throughout the Directorate, PPS will be in a better posture to play a stronger role in establishing the Directorate effort. We could, and I believe we should, be more active in helping to chart and program promising lines of effort including consideration, in collaboration with Systems Analysis Staff, of alternative ideas for meeting intelligence objectives, assuring that supporting documentation for project approvals clearly set forth a convincing justification for the project, including its relationship to the intelligence objective to be satisfied, and keeping closer tabs on program progress. All of these things will obviously improve our interface capability with OPFB.

8. To summarize the foregoing in terms of our FY67 effort, I recommend that PPS focus on the following goals:

a. Define a more clear-cut and responsive planning-programming-budgeting mechanism within each DD/S&T office. A

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senior substantive officer of each office--not the busy XO-- should be given a continuing planning responsibility and must work closely with his office budget and fiscal people and with Plans and Programs Staff in formulating office and Directorate programs.

b. Periodic meetings of Directorate planners, probably every few weeks and oftener as required, to examine new ideas and contract proposals for incorporation in DD/S&T programming. This group would also review major problem areas or reprogramming actions which will significantly affect current plans. Few ideas and proposals would be written up for normal Directorate and higher approval as is now done. The chief advantage would be that they would be fully aired within the Directorate in relation to Directorate goals prior to going through the approval chain.

c. Better definition of what data is desired at the Directorate level, followed by establishment of a more comprehensive and regular flow of such program progress and budgetary data from the offices to PPS, including appropriate display thereof. The computer contract readout will be an essential part of this insofar as program status is concerned.

9. In addition to the broad objectives above, PPS will carry out the regular functions as heretofore:

a. Scheduling of program reviews and follow-up actions. We recommend, however, that these be done on a more frequent and routine basis to avoid the periodic convulsion the Directorate now undergoes. Possibly, as suggested by [ ] these could be done a program element at a time along with the morning meeting or some other regularly scheduled time.

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b. Review of contract proposals requiring DD/S&T approval to assure conformance with criteria established by the DD/S&T.

c. Updating the five-year plan and budget estimates.

d. Preparation of the FY68 Directorate budget based upon office submissions.

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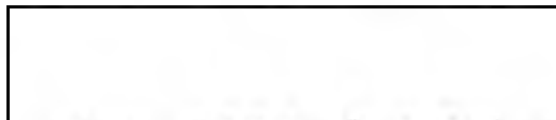
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e. Preparing monthly Status of Funds reports.

f. Pulling together the Monthly Activities Report, in the new program category format.

g. Preparation of the Monthly Accession List. (I recommend this function go to Action Staff on 1 July).

10. Staffing. I recommend we add a third man to this staff as soon as a suitable candidate can be found. I believe he should be at the GS-12 to 14 level, with an understanding of the budget cycle and a good grasp of Directorate mission and activities, probably a hard combination to find at this grade level but nevertheless worth trying for. This will give us a more orderly and in-depth capability for performance of the functions of this staff as discussed above.



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Chief, Plans and Programs Staff

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